8. PROJECT MANAGEMENT PLAN

This section describes the elements of project management for the OU 3-14 RI/FS, as follows:

- Key positions and responsibilities
- Organization
- Change control
- Work performance
- Communications.

8.1 Key Positions and Responsibilities

The Idaho Completion Project (ICP) is committed to accelerating the reduction of environmental risk at the INEEL by completing the DOE's cleanup responsibility faster and more efficiently without adverse impact to the safety of workers, the environment, and the public. The ICP is divided into five project divisions, each having a unique scope of work:

- Balance of INEEL Cleanup
- Eliminate Mixed Low-Level Waste Backlog
- Test Area North Clean/Close
- Radioactive Waste Management Complex Clean/Close
- INTEC Clean/Close.

The INTEC Clean/Close Project directly supports the ICP's mission of risk reduction to workers, the public, the environment, and future generations by safely disposing of HLW, SBW, and SNF and remediating associated contaminated soils.

The INTEC Clean/Close Project is divided into seven subprojects. Subproject (SP) 6 has the responsibility for completing the INTEC tank farm soil investigation and remediation.

The organizational structure for SP-6 reflects the managerial and oversight resources governing the performance of work while minimizing risks to workers' health and safety, the environment, and the public. Figure 8-1 and the following subsections outline the responsibilities of the key personnel.

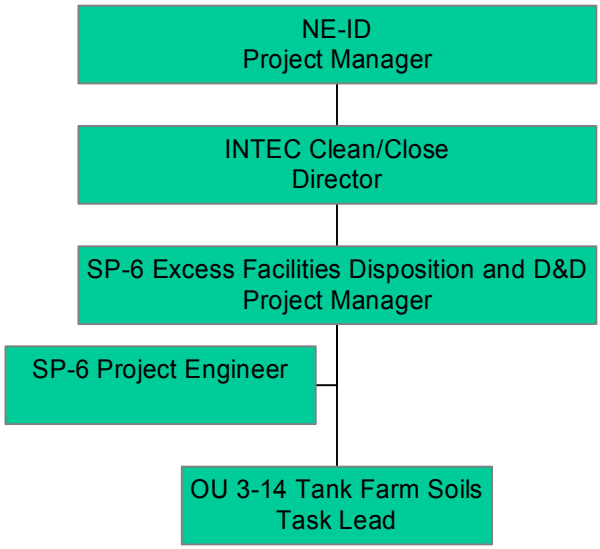

Figure 8-1. OU 3-14 tank farm RI/FS organizational structure.

8.1.1 NE-ID Project Manager

The NE-ID OU 3-14 remediation project manager is responsible for DOE oversight of SP-6 to ensure that (1) the contractor is operating safely and efficiently; (2) the contractor's management system is effectively controlling the conduct of operations and implementing the integrated safety management objectives, principles, and functions; (3) DOE line managers are cognizant of the operational performance of facility contractors; and (4) effective lines of communication between DOE and its operating contractors are maintained during normal operation and following reportable events in accordance with DOE orders and requirements.

8.1.2 INTEC Clean/Close Director

The INTEC Clean/Close Project director has the ultimate responsibility for the technical quality of all projects, maintaining a safe environment, and ensuring the safety and health of all personnel during field activities performed by or for the program. The director provides technical coordination and interfaces with the NE-ID Environmental Support Office. The director ensures the following:

- Project/program activities are conducted according to applicable federal, state, local, and company requirements and agreements.
- Program budgets and schedules are approved and monitored to be within budgetary guidelines.
- Personnel, equipment, subcontractors, and services are available.
- Direction is provided for the development of tasks, evaluation of findings, development of conclusions and recommendations, and production of reports.

8.1.3 SP-6 Manager

The INTEC Clean/Close Project SP-6 manager will ensure that all tank farm soil (OU 3-14 tank farm RI/FS) investigation activities conducted during the project comply with company management control procedures (MCPs) and program requirements documents; applicable Occupational Safety and

Health Administration, EPA, DOE, Department of Transportation, and State of Idaho requirements; applicable company policies and procedures; the QAPjP (DOE-ID 2002e); the project FSP (Appendix A); and the project HASP (Appendix B). The project manager is responsible for coordination of document preparation and field, laboratory, and modeling activities. The project manager is responsible for work planning, authorization, and performance; analysis; reporting; baseline change control; and day-to-day communication with NE-ID. Responsibilities include the following:

- Maintaining full project staffing with personnel having appropriate qualifications, ensuring personnel are qualified to perform their jobs, and ensuring that training is up to date and in compliance with individual training plans
- Acting as the point-of-contact with other organizations, project staff members, and the contractor
- Reviewing project status and variance reports and providing direction for corrective actions
- Ensuring project performance meets expectations, including scope, schedule, and budget requirements
- Ensuring milestones and goals are met
- Maintaining focus on the "big picture" and long-term actions.

8.1.4 SP-6 Project Engineer

The project engineer is responsible to the SP-6 project manager for providing day-to-day representation for the management and coordination of the engineering activities for the project. Specific responsibilities include the following:

- Managing the technical activities for assigned work (including systems engineering, facility-engineering, engineering-specialist, and scientist activities) by supervising technical staff to ensure timely and cost-effective technical services are performed in accordance with high technical standards, sound engineering practices, good science, and customers' orders and directives
- Serving as the primary point of contact with FFA/CO Agencies
- Ensuring that field documents and planning-and-decision documents meet the appropriate technical quality requirements
- Ensuring the scope of work to be performed is clear, concise, and executable by working with the customer and the primary owner to establish firm project/task requirements
- Ensuring cost-effective technical solutions are developed in accordance with safety, environmental, and quality objectives
- Setting objectives and deadlines for implementation of actions and monitoring the quality of performance.

8.1.5 OU 3-14 RI/FS Task Lead

Specific responsibilities of the OU 3-14 RI/FS task lead include the following:

- Providing day-to-day direction to the project team
- Ensuring project performance meets expectations, including scope, schedule, and budget requirements
- Tracking trends and managing project scope, schedule, and budget on a weekly basis using a specified format
- Forming and maintaining the project team in conjunction with the SP-6 manager and SP-6 project engineer
- Ensuring that the scope of work to be performed is clear, concise, and executable by working with the customer and the primary owner to establish firm project/task requirements.

8.2 Planning

This subsection provides an overview of project planning, budgeting, and baselines.

8.2.1 Planning and Budgeting Overview

Planning and budgeting are the processes by which control accounts are developed, reviewed, approved, and authorized. The sum of the approved control account plans becomes the time-phased performance measurement baseline, which is the formal plan against which progress is evaluated. This subsection describes the parameters for project work, including the project master schedule and the work breakdown structure. From these documents, the control account and its associated schedule, budget, and scope of work are defined.

The planning process requires that the full scope of work be planned and scheduled. Once this is done, resources are applied. Fully planned work and applied resources are then compared to the available budget. If the available budget is insufficient for the planned work, either the budget will be increased or the scope of work will be decreased.

A control account authorization is prepared using the project master schedule and the work breakdown structure as guidance. The control account authorization specifies the boundaries of each control account and is used by the senior project manager for planning the work package details. The control account plans and control account authorization are reviewed and approved by the NE-ID counterpart, the senior project manager, and other appropriate management. Approval of the control account authorization and control account plan constitutes authority to perform work.

8.2.2 Project Baselines

The project baselines, used for evaluating project performance, are established in the project master schedule and work breakdown structure and are further defined in the control account authorization and cost plan. The various baselines are defined as follows:

- The budget baseline for the project is the sum of the approved budgets on the control account authorizations plus undistributed budgets, which are maintained through the change control system.

- The schedule baseline consists of the key decision points and major milestones displayed on the project master schedule. Key decision points and major milestones are shown in the control accounts that directly support the milestones. Either DOE Headquarters or NE-ID defines key milestones, and Bechtel BWXT Idaho, LLC, defines major milestones.

- The scope of baseline or technical baseline is defined in the work breakdown structure and detailed in the total control account authorizations. It is expanded further in design media, operating specifications, and process flow sheets.

- The funds baseline is contained in the annual approved funding program plan. The budget authority is a ceiling for costs plus commitments, and the budget outlay is a ceiling for expenditure during each fiscal year.

8.3 Change Control

The SP-6 team effectively controls changes to the baseline following management control procedures (MCPs) and other appropriate guidance. Specifically, SP-6 follows:

- MCP-3805, "Trend Program." Trends provide an early warning control tool that precede formal changes, and trends are tracked at least monthly.

- MCP-3416, "Baseline Change Control."

- MCP-3794, "Baseline Management."

- "Planning and Controls Desktop Reference," Section 9 (INEEL 2004).

The baseline change proposal strategy for the SP-6 project is to focus on the current fiscal year while identifying impacts to scope, schedule, and cost information at a more summary level. As opposed to the baseline change proposal process, the detailed work plan process focuses on the next fiscal year and includes sufficient detail to accurately plan and cost the work for the next two fiscal years.

8.4 Communications

The project manager for this project will prepare two types of reports: routine and event reports.

8.4.1 Routine Reports

Weekly and monthly reports will be issued to the NE-ID project manager. Reports will contain a summary of work in progress, planned work, problems encountered, results of any change control board or internal change board actions, work stoppages, anticipated schedule variances, work completed, key position changes, status of subcontracts, corrective action plans, audits performed, and earned value reports.

8.4.2 Event Reports

Unusual events may be within the scope of DOE O 232.1A, "Occurrence Reporting and Processing of Operations Information." If such events occur, notifications will comply with this order. Unusual events outside the scope of DOE O 232.1A will be reported as follows:

- Minor problems will be reported to the site supervisor and, if necessary, the safety representative.

- Radiological health and safety problems that cannot be corrected onsite will be reported to the site supervisor or the health and safety officer.

- Problems that could stop work for a period of more than one shift, cause a schedule change greater than two days, or cause a budget change greater than $5,000 will be reported to the senior project manager. The senior project manager will report these problems to appropriate cost account, project, or program managers, including NE-ID.